FRA Earned Value Management System (EVMS)

Surveillance Review

March 7-9, 2011

Purpose of Review

- To review FRA's EVMS to determine if it continues to meet the requirements and intent of the 32 EVMS Guidelines embodied in the ANSI/EIA748-A
- To confirm that the Fermilab Project is implementing the system as certified by DOE OECM using
 - NOvA Project
- To look for improvement opportunities to increase system effectiveness and management value

Team Members

- Cathleen Lavelle BNL Team Lead
- Julia Chaffin SLAC
- Jennifer Fortner ANL
- Rob Kennedy FNAL
- Tom King FNAL
- Rich Stanek FNAL
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Bases of Observations

- ANSI/EIA 748 -A
- FRA's Certified EVMS
- EVMS Process and Project Overviews
- Interviews with Project Team
 Members
- Supplied Project Documents

Daily Outbrief to summarize team's assessment.

Deliverables

EVMS Surveillance Review Final Report:

Corrective Action Request (CAR) - 8

Requires a corrective action and system implementation to be compliant with FRA's EVMS and ANSI Guidelines

Continuous Improvement Opportunity (CIO) -5

Enhancements or other suggested improvements CIOs do not require a corrective action plan

Summary Observations

- Project personnel have a good understanding of their scope of work and the purpose of an Earned Value System
- CAMs are professional and knowledgeable about the risks and criticality of their individual scope and take ownership of that scope.
- Project Management/Project Controls staff are knowledgeable in the planning and execution of the project scope
- FRA EVMS System Processes, Documentation, Tools are in place

Corrective Action Requests

- CAR-1: EAC not utilized correctly on project
- CAR-2: Change Requests to eliminate variances and Timing of CR implementation
- CAR-3: Variance Analysis not timely, not consistently used by project
- CAR-4: Variance Analysis Corrective Action
 Tracking to closure

Corrective Action Requests

CAR-06: Uncosted Scientific Labor Charging Inaccurately

CAR-07: Refresher Training Not Conducted

CAR-10: Risk Assessment Not Formalized or Conducted Regularly

CAR- 12: Objective Measurement of EV

Continuous Improvement Opportunities

CIO 05: Actual cost Reconciliation

CIO 08: Contingency/Management Reserve

Inconsistently Handled by Project

CIO 09: Schedule Integrity

CIO 11: Documentation Inconsistencies

CIO 13: EVM Implementation

<u>Corrective Action – Next Steps</u>

- Surveillance team will submit draft report by March 30 for review by FRA to assess technical accuracy.
- FRA will review the draft report and make recommendations for technical accuracy corrections by April 6.
- Surveillance team will update the report and issue final version by April 13.
- FRA EVMS Officer will develop a Corrective Action Plan (CAP).
- The FRA EVMS Officer will ensure that the CAP has been acceptably completed.

Acknowledgements

- Thanks to all of the Project Teams for their support to this EVM System surveillance
- Thanks to the review team for their help in completing this surveillance